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State of New Jersey Office of the Attorney General Division of Elections

Change Management Program Plan for the Statewide Voter Registration System (SVRS)

NEW JERSEY

Deliverable SVRS 025 Communication Plan
Deliverable SVRS 028 Coordination & Transition Plan
Deliverable SVRS 035 County Involvement Plan

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1 CHANGE MANAGEMENT PROGRAM PLAN OVERVIEW

This document reflects work done to define and document the specific SVRS management strategies and plans to be deployed during the tactical implementation of the new Voter Registration System. It includes the following components:

- Project Background and Objectives
- Change Management Program Purpose
- Roles and Responsibilities Definitions
- Voter Registration Change Management Strategies
- Voter Registration County Level Change Integration Schedules
- Voter Registration State-level Communication Plan and Message Schedule
- Miscellaneous attachments such as assessment questionnaires, survey results, etc.

This is the first draft of the plan and includes recommendations and ideas that have yet to be solidified and approved by the joint New Jersey SVRS / CVNS Change Management team. Future releases of this document will incorporate the details of the components of the change management program as they are fully developed and deployed.

2 PROJECT BACKGROUND AND OBJECTIVES

2.1 Background

To meet the requirements of the Help America Vote Act of 2002 (HAVA), the State of New Jersey intends to implement and operate a single, centralized, statewide voter registration system.

This new system will impact a number of internal and external parties when implemented January 1, 2006. This includes the Office of the Attorney General, the Division of Elections, and all election administrators within the twenty-one New Jersey counties which includes the County Superintendent of Elections, the County Board of Elections, County and Municipal Clerks. Additionally, impact will be felt by the Motor Vehicles Commission, the Department of Health and Senior Services, the Department of Corrections, the Parole Board and the Administrative Office of the Courts, as data from these organizations will be used to qualify all existing and new voters. Key changes impacting the administrators and other stakeholders of the New Jersey Election process include:

- Implementation of new technology
- Activities necessary to maintain data in a centralized database

2.2 New Jersey Voter Registration System Objectives

Objectives for SVRS implementation include:

- Comply with the Help America Vote Act of 2002 (HAVA)
- Meet/exceed the needs of the state, county, and municipal user communities
- Provide an SVRS solution that is technologically reliable, secure, robust, and scalable
- Serve the New Jersey voters by safeguarding the accuracy of voter registration records
- Serve the New Jersey voters by improving and expanding customer service channels
- Standardize voter registration processes and data management practices through the use of a single statewide system
- Provide an overall solution that aligns with State's technical guidelines, thus enabling the State to support the solution.

2.3 Risks

Potential business and organizational risks associated with implementing the Voter Registration changes include:

Resistance to change – Even though the New Jersey Statewide Voter Registration System (SVRS) is mandated by the Federal government, a key issue is the potential voting administrators' resistance to change. Typically, resistance to change is underestimated. The more than1100 users of the system will need special care and consideration to overcome their fear and to enhance their willingness, cooperation, and positive/productive involvement in transitioning to the new system.

Cultural change – The election administration personnel will need to take on new responsibilities for using and managing the new centralized database. This usually represents a significant shift in their current work patterns.

Large volumes, aggressive implementation schedule – With an implementation period of only 10 months, the challenges are large in terms of communications (two-way), joint planning and coordination, training, and cutover to live production. In addition, this risk can be elevated due to the activities required from a gubernatorial election.

Changes to business procedures and technology within a very short time frame – Election personnel will need to adapt quickly to new Voter Registration processes, new data formats and the use of new technology.

3 CHANGE MANAGEMENT PROGRAM

3.1 Program Purpose

The purpose of the SVRS Change Management Program is to assist the County Employees, and others impacted by the system, to understand and accept the SVRS project, and to implement it as efficiently possible.

This project will be facilitated by a Change Management Team consisting of the following people:

- Mike Gallager – SVRS Project Manager, State of New Jersey
- Carol Gaskill – SVRS Communications Director, State of New Jersey
- Kathy Manning – Business Transition Manager, Covansys
- Sonam Bakhshi – Business Transition Analyst, Covansys
- Mary Jo Goetz – Business Transition Analyst, Covansys

3.2 Targets of change

The impacts of the SVRS system will vary in degrees to those who are involved with voter registration, and the data collected by that process. Users of the data, both direct and indirect, will be affected by the implementation of the statewide system.

The current situation is one where each county has its own system used for collecting and managing the voter registration data for their county. The SVRS will be one single system, accessed and utilized by all counties. The activities and challenges associated with this change will be the focus of the Change Management Team.

Those impacted by this change include:

- County Voter Registration Officials – the Superintendent of Elections or the Commissioner of Registration, depending on the county, and their staffs
- Board of Election Members and staffs
- County Clerks and staffs
- Municipal Clerks
- Direct Impact Agencies – Motor Vehicles Commission; Department of Health and Senior Services; Department of Corrections; Parole Board; Administrative Office of the Courts

3.3 Resistance to change

Based on the input received at management meetings and from key personnel involved in the project, the following potential factors of resistance for the SVRS have been identified:

- Loss of election jobs at every level to the State, and realignment of jobs/responsibilities between county offices
- Skills are not sufficient to use the new system
- Ownership of voter registration data and processes moves from the County to the State
- Increased workload during the life of the project
- Lack of trust

All activities and communications coordinated by the Change Management Team will be focused towards reducing these resistance factors.

3.4 Voter Registration Change Management Strategies

Resistance to change usually manifests itself around the following 5 categories of concern:

- Vision & Sponsorship
- Skills/Job
- Resources
- Incentives
- Communication

Listed below are the strategies for reducing resistance that will be used by the Change Management Team as their core operating guidelines while implementing the transition and communication plans.

Voter Registration Change Management Strategies	
Resistance Categories	**Strategy**
Vision and Sponsorship	➢ Do not oversell the solution ➢ Treat all offices fairly ➢ Promote the governmental functionality of the system in a way that is reasonable and realistic ➢ Use 'early' successes to promote acceptance
Skills/Job	➢ Provide the ability to 'experience' the new system (i.e., test site or playground) to increase comfort level with new system prior to training ➢ Provide remedial computer training as well as new system training
Resources	➢ Make sure the timeline of events is known at the county level ➢ Share what works, lessons learned ➢ Be sensitive to time constraints of those involved
Incentives	➢ Make conversion 'seamless' to external customers, supporting the counties to provide the same level of service to those customers ➢ Recognize project successes, big and small
Communication	➢ Be respectful. Do not patronize ➢ Provide as much specificity as possible ➢ Information should be relevant, concise and clear ➢ Provide a way to communicate expectations early

4 VOTER REGISTRATION COMMUNICATION PLAN

This comprehensive plan defines the communications phases and audiences, and provides specific guidelines for message generation.

4.1 Audiences

Each message delivered will have a target audience. The audiences below have been identified for the SVRS Project. A comprehensive contact list for each audience will be developed by the Change Management Team to be used for message delivery. As each message is planned and drafted, it will be delivered to one or any combination of the following audiences:

- Division of Elections
- Superintendent of Elections or the Commissioner of Registration, their deputies and staffs
- Board of Election Members and staffs
- County Clerks and staffs
- Municipal Clerks
- Direct Impact Agencies (DIAs)
    - Motor Vehicles Commission (MVC)
    - Department of Health and Senior Services (DHSS)
    - Department of Corrections (DOC)
    - Parole Board
    - Administrative Office of the Courts (AOC)
- State Plan Committee

4.2 Message Types

After a review of the current state of the project, and the progress made thus far, the message types that follow will be utilized to communicate the appropriate information to the appropriate audiences. As the messages themselves are being developed they will be cross-checked against the program strategies to ensure they are consistent with our stated directives.

Awareness and Understanding Messages

The general purpose of Awareness and Understanding messages will be to "instill the project vision", while informing the impacted parties, other extended team members and staff of the specific changes that are being made. The initial communications will inform all audiences of the general nature, scope and timelines of the changes and gather information to help understand the impact to

the affected parties. These types of messages will convey decisions that have been made and how those decisions may affect/benefit the respective groups.

The Awareness and Understanding messages will coincide with Phase 1 and 2 of the SVRS Project, Project Initiation and Business Needs Assessment / Gap Analysis.

Pre-Implementation Messages

Pre-Implementation messages will communicate the specific actions required for implementation of the SVRS changes to all affected parties. Progress and lessons learned from the pilot implementations will be communicated within this message type.

These types of messages will be sent during the following phases of the SVRS Project:

Phase 3 – Design and Implementation Planning

Phase 4 – Software Modification and Testing

Phase 5 – Pilot Implementation

Implementation Messages

The purpose of Implementation or "Go-Live" messages will be to facilitate communication with affected parties and extended team members to share successful implementation information and help resolve implementation issues. Information regarding the training schedule will be covered by this message type.

Implementation messages will be sent during Phase 6 – Staged Rollout and Deployment of the Remaining Sites, and Phase 7 – Conversion and Interface.

Post implementation Messages

Project follow-up messages will provide on-going communication to affected parties and extended team members to share successful post-implementation information and help resolve post-implementation issues. These messages will coincide with the final phase of the SVRS Project, Phase 8 – Project Close-out and Transition to Maintenance and Support.

4.3 Communication Tools and Techniques

The Change Management Team has identified several message delivery vehicles that will be used during the course the project.

Project Web Site – While the details of the project web site security and access are still being worked through, the team will utilize a project web site to communicate information and provide links to test sites or sample output.

Monthly Newsletter – The content for the newsletter will be determined each month, and will employ the strategies and objectives for managing and communicating the changes during the SVRS project. The newsletter will be targeted to all audiences, and will be delivered by both fax and email. In addition, it will also be accessible on the project web site.

Special Bulletins – These messages will be brief emails or faxes that communicate status of specific items, or communicate last minute schedule changes or decisions. These will be used to communicate information in-between newsletters, but may be repeated or summarized in the subsequent newsletter.

FAQ/QA – A facility (i.e., hotline # or email address) will be made available where any audience member can ask a question regarding the SVRS project and application. The goal of the Change Management team is to provide an immediate response in a concise and respectful manner. Common questions, along with their answers, may also be included in the monthly newsletter as frequently asked questions.

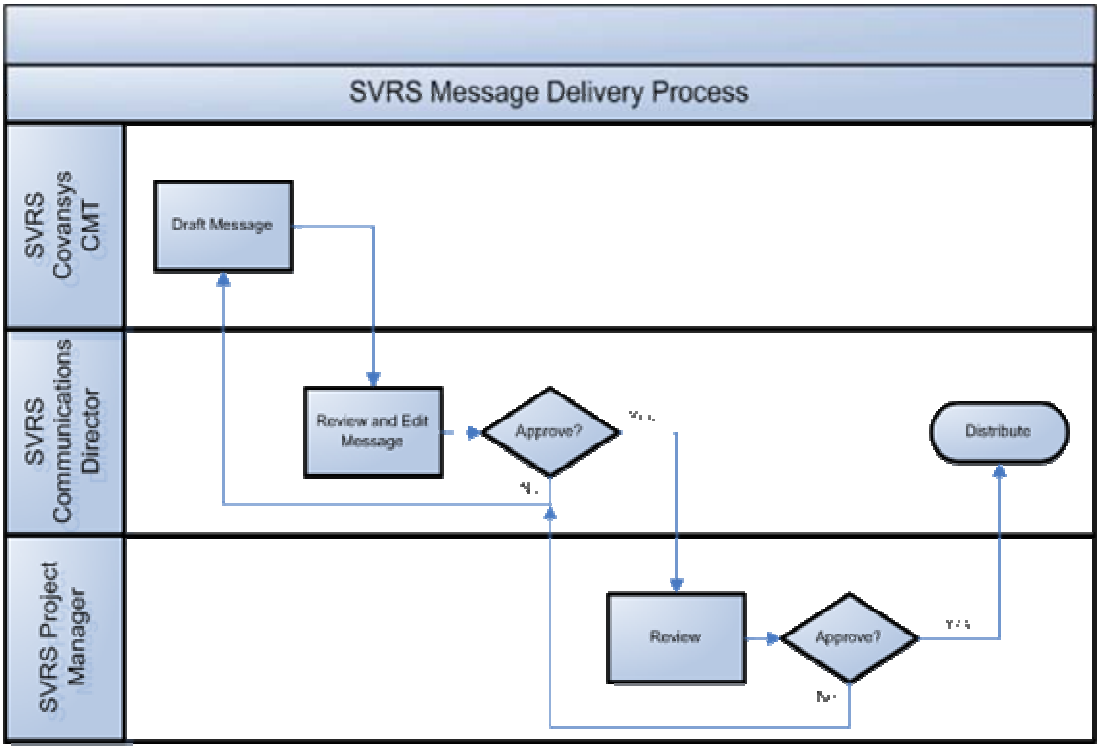
Focused Messages – As needed, there may be emails generated to a specific audience, to communicate a message that would only be of interest to that group. For example, if specific information needs to go only to the counties involved in the pilot implementation, then a message would be generated to those counties only.

Face-to-Face Meetings – The Change Management Team will make site visits to the county facilities during the project to help identify county concerns, monitor the success of the communication plan, and facilitate a smooth transition to the SVRS.

Resource Guide – The Change Management Team will identify a method and repository for housing SVRS project communications such as memos, informational documents, systems and procedures materials, and schedules. These communications will be on a password protected webpage and accessible to all users of the Statewide Voter Registration System.

4.4 Message Delivery Process

All messages delivered by the Change Management Team will be given the appropriate review and approval. Messages will be planned by the Change Management Team (CMT), drafted by the Covansys CMT members, approved by Carol Gaskill, and then submitted to Mike Gallagher for final approval. Carol will then coordinate the appropriate distribution.

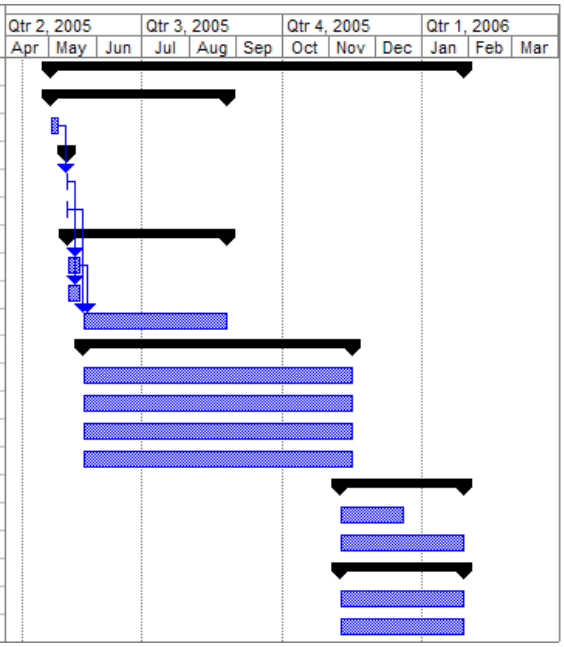


5 VOTER REGISTRATION CHANGE INTEGRATION PLANS

Members of the Change Management Team will meet with the individual county representatives to administer the training needs survey. Upon completion of the analysis, training plans for each county will be developed by the Covansys training team. A change integration plan will be developed for each county by the Change Management Team that identifies the training activities and schedules as well any other special integration activity that the county deems appropriate to sponsor. Examples of special integration activities are town meetings, staff meetings, special training classes etc.

The following plan is a pro-typical example of the Change Integration Plans to be used. This plan incorporates a readiness-to-implement assessment which the Change Management Team will help coordinate.

ID	Task Name
1	**County Integration Plan**
2	**Assessment of Training / Other Needs**
3	Schedule meeting
4	**Hold meeting**
5	Conduct user assessments
6	Identify special change activities
7	**Summarize Needs**
8	Assess skills gap
9	Verify special activities
10	Design & develop materials
11	**Pre-Implementation**
12	Schedule Training / Other Activities
13	Determine Implementation Approach
14	Schedule Implementation Readiness Assessment
15	Conduct Implementation Readiness Assessment
16	**Implementation**
17	Conduct Training / Other Activities
18	Provide Go-Live Support
19	**Post-Implementation Support**
20	Provide follow-up support
21	Resolve post-implementation issues



APPENDICES

This section will contain the following appendices:

- Communications Schedule
- Other – relevant data and information as it becomes available

Appendix 1 – Communications Schedule

ID	Communication Task	Message Objective(s)	Message Type	Targeted Audience	Delivery Method	Resp.	Planned Completion
1	First News Letter	Enhance Understanding and Acceptance	Awareness	All	Blast Fax /Email	CMT	Fri 4/29/05
2	Determine Overall Content						Fri 4/15/05
3	Introduce Newsletter					KM	Fri 4/15/05
4	Team Introductions					CG	Fri 4/15/05
5	High Level Process Overview & Timeframes					SB	Fri 4/15/05
6	Develop Content					KM,MJ,SB	Fri 4/22/05
7	Approval Rework					CG,MG	Wed 4/27/05
8	Distribution					CG	Fri 4/29/05
9	Special Bulletins	Further Understanding and Acceptance					
10	Special Bulletins 1	TBD	TBD	All	Blast Fax /Email	KM,SB,MJ	As Needed
11	Special Bulletins 2	TBD	TBD	All	Blast Fax /Email	KM,SB,MJ	As Needed
12	Special Bulletins 3	TBD	TBD	All	Blast Fax /Email	KM,SB,MJ	As Needed
13	Special Bulletins 4	TBD	TBD	All	Blast Fax /Email	KM,SB,MJ	As Needed
14	Special Bulletins 5	TBD	TBD	All	Blast Fax /Email	KM,SB,MJ	As Needed
15	Special Bulletins 6	TBD	TBD	All	Blast Fax /Email	KM,SB,MJ	As Needed
16	Special Bulletins 7	TBD	TBD	All	Blast Fax /Email	KM,SB,MJ	As Needed
17	Special Bulletins 8	TBD	TBD	All	Blast Fax /Email	KM,SB,MJ	As Needed
18	Special Bulletins 9						
19	FAQ / QA						
20	FAQ / QA 1	Further Understanding and Acceptance	TBD	All	Blast Fax /Email	KM,SB,MJ	As Needed
21	FAQ / QA 2	TBD	TBD	All	Blast Fax /Email	KM,SB,MJ	As Needed
22	FAQ / QA 3	TBD	TBD	All	Blast Fax /Email	KM,SB,MJ	As Needed
23	FAQ / QA 4	TBD	TBD	All	Blast Fax /Email	KM,SB,MJ	As Needed
24	FAQ / QA 5	TBD	TBD	All	Blast Fax /Email	KM,SB,MJ	As Needed
25	FAQ / QA 6	TBD	TBD	All	Blast Fax /Email	KM,SB,MJ	As Needed
26	FAQ / QA 7	TBD	TBD	All	Blast Fax /Email	KM,SB,MJ	As Needed
27	FAQ / QA 8	TBD	TBD	All	Blast Fax /Email	KM,SB,MJ	As Needed
28	Focused Messages						
29	Focused Messages 1	Better Coordination of Imminent Activities	Awareness	County	Blast Fax /Email	KM,SB,MJ	As Needed
30	Focused Messages 2	TBD	TBD	Any	Blast Fax /Email	KM,SB,MJ	As Needed
31	Focused Messages 3	TBD	TBD	Any	Blast Fax /Email	KM,SB,MJ	As Needed
32	Focused Messages 4	TBD	TBD	Any	Blast Fax /Email	KM,SB,MJ	As Needed
33	Focused Messages 5	TBD	TBD	Any	Blast Fax /Email	KM,SB,MJ	As Needed
34	Focused Messages 6	TBD	TBD	Any	Blast Fax /Email	KM,SB,MJ	As Needed
35	Focused Messages 7	TBD	TBD	Any	Blast Fax /Email	KM,SB,MJ	As Needed
36	Focused Messages 8	TBD	TBD	Any	Blast Fax /Email	KM,SB,MJ	As Needed
37	Focused Messages 9	TBD	TBD	Any	Blast Fax /Email	KM,SB,MJ	As Needed
38	News Letter						Fri 1/20/06
39	News Letter 1	TBD	TBD	All	Blast Fax /Email	KM,SB,MJ	Fri 5/20/05
40	News Letter 2	TBD	TBD	All	Blast Fax /Email	KM,SB,MJ	Fri 6/24/05
41	News Letter 3	TBD	TBD	All	Blast Fax /Email	KM,SB,MJ	Fri 7/22/05
42	News Letter 4	TBD	TBD	All	Blast Fax /Email	KM,SB,MJ	Fri 8/19/05
43	News Letter 5	TBD	TBD	All	Blast Fax /Email	KM,SB,MJ	Fri 9/23/05
44	News Letter 6	TBD	TBD	All	Blast Fax /Email	KM,SB,MJ	Fri 10/21/05
45	News Letter 7	TBD	TBD	All	Blast Fax /Email	KM,SB,MJ	Fri 11/25/05
46	News Letter 8	TBD	TBD	All	Blast Fax /Email	KM,SB,MJ	Fri 12/23/05
47	News Letter 9	TBD	TBD	All	Blast Fax /Email	KM,SB,MJ	Fri 1/20/06
48	Resource Guide						Fri 1/27/06
49	Identify Type Of Repository	Project Communications	All Types	TBD	Repository	CMT	Fri 5/27/05
50	Determine Directory Logical Directory Structure & Nomenclature	Project Communications	All Types	TBD	Repository	CMT	Fri 5/27/05
51	Determine Access Management Protocol	Project Communications	All Types	TBD	Repository	CMT	Fri 5/27/05
52	Assign Repository Owner	Project Communications	All Types	TBD	Repository	CMT	Fri 5/27/05
53	Publish Documents To Repository	Project Communications	All Types	TBD	Repository	CMT	Fri 1/27/06
54	Publish Documents To Repository 1	Project Communications	All Types	TBD	Repository	CMT	Fri 5/27/05
55	Publish Documents To Repository 2	Project Communications	All Types	TBD	Repository	CMT	Fri 6/3/05
56	Publish Documents To Repository 3	Project Communications	All Types	TBD	Repository	CMT	Fri 6/10/05
57	Publish Documents To Repository 4	Project Communications	All Types	TBD	Repository	CMT	Fri 6/17/05
58	Publish Documents To Repository 5	Project Communications	All Types	TBD	Repository	CMT	Fri 6/24/05
59	Publish Documents To Repository 6	Project Communications	All Types	TBD	Repository	CMT	Fri 7/1/05
60	Publish Documents To Repository 7	Project Communications	All Types	TBD	Repository	CMT	Fri 7/8/05
61	Publish Documents To Repository 8	Project Communications	All Types	TBD	Repository	CMT	Fri 7/15/05
62	Publish Documents To Repository 9	Project Communications	All Types	TBD	Repository	CMT	Fri 7/22/05
63	Publish Documents To Repository 10	Project Communications	All Types	TBD	Repository	CMT	Fri 7/29/05
64	Publish Documents To Repository 11	Project Communications	All Types	TBD	Repository	CMT	Fri 8/5/05
65	Publish Documents To Repository 12	Project Communications	All Types	TBD	Repository	CMT	Fri 8/12/05
66	Publish Documents To Repository 13	Project Communications	All Types	TBD	Repository	CMT	Fri 8/19/05
67	Publish Documents To Repository 14	Project Communications	All Types	TBD	Repository	CMT	Fri 8/26/05
68	Publish Documents To Repository 15	Project Communications	All Types	TBD	Repository	CMT	Fri 9/2/05
69	Publish Documents To Repository 16	Project Communications	All Types	TBD	Repository	CMT	Fri 9/9/05
70	Publish Documents To Repository 17	Project Communications	All Types	TBD	Repository	CMT	Fri 9/16/05
71	Publish Documents To Repository 18	Project Communications	All Types	TBD	Repository	CMT	Fri 9/23/05
72	Publish Documents To Repository 19	Project Communications	All Types	TBD	Repository	CMT	Fri 9/30/05
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82	Publish Documents To Repository 29	Project Communications	All Types	TBD	Repository	CMT	Fri 12/9/05
83	Publish Documents To Repository 30	Project Communications	All Types	TBD	Repository	CMT	Fri 12/16/05
84	Publish Documents To Repository 31	Project Communications	All Types	TBD	Repository	CMT	Fri 12/23/05
85	Publish Documents To Repository 32	Project Communications	All Types	TBD	Repository	CMT	Fri 12/30/05
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